



THE

KNOCK GOLF CLUB LTD



Business Plan

2018 - 2021

Table of Contents

1. Club Background and History

2. Business Plan

Vision
Mission Statement
Core Business
Values

3. Operational Structure

Key Personnel
Key Managers

4. Key Issues.

5. Delivery of Objectives

6. Review Process
1st review undertaken October 2018.

7. Endorsement

1. BACKGROUND AND HISTORY

Knock Golf Club was formed in May 1895 on a site adjacent to the old Knock Railway Station and opposite to what is now the Headquarters of the Police Service of Northern Ireland.

The course was described as a 'very small 9-hole links'. Within three years it was too small and land was leased in Shandon Park beneath the hill from which the area takes its name. This wooded scene is portrayed in the Club Crest. This course was also a 9-hole and again in its time became too small.

In May 1920 the club bought the Summerfield Estate at Dundonald for the sum of £10,946 and three pence. Summerfield was a family estate, owned by the Gordon family who were wealthy County Down landowners. The Estate consisted of a 200 year old Georgian style house, out-houses, stabling, walled gardens, greenhouses and around 80 acres of farmland.

The course was designed by a firm of golf architects, Colt, McKenzie and Allison.

It took many years and much negotiation before a much needed extra eleven and a half acres were leased from the Hospitals Authority in the 1950's.

The club is a limited company with up to 350 full members, each with an equal shareholding. The membership capacity of the club is 996 members, in a range of different membership categories.

2. BUSINESS PLAN

VISION

To provide affordable quality golfing and recreational facilities for all our members and visitors, maintaining and ensuring the viability of the Club into the foreseeable future.

MISSION

To promote, encourage and advance the game of golf within our region and provide a value for money golfing, catering, recreational and social experience for our members and visitors.

CORE PURPOSE

Our core purpose is the development of Knock Golf Club as a prominent golfing, recreational and social venue which is attractive to current members, potential new members and visitors as follows;

- Providing excellent golfing facilities and attendant support services through the high standard of the golf course and the quality of the Pro Shop and its staff.
- In conjunction with the Golfing Manager promote golfer development at all levels;
- Promote golf as part of a healthy, recreational lifestyle;
- Develops other recreational or sporting facilities, as approved by our members;
- Provides quality, value for money golf, catering and entertainment for our members and visitors.

VALUES

The delivery of our core purpose and vision for the future are underpinned by the following key values. We will:

- Act with integrity at all times, promoting an atmosphere of honesty and trust;
- Conduct our business to the highest standards;
- Operate within the spirit of the rules and treat everyone fairly and with dignity;
- Be responsible for our actions and act as a positive role model at all times;
- Promote camaraderie and friendship;
- Recognise the contribution made by all our members and visitors;
- Encourage enjoyment of the game of golf;
- Treat with respect our staff, course and club facilities;
- Value the diversity of our membership and our reputation in the community; and
- Encourage good health and safety practices and the happiness and well-being of all.

3. OPERATIONAL STRUCTURE

KEY PERSONNEL

The Council of the club consists of twelve elected members:-

Captain – Chair

Vice-Captain

Immediate Past Captain

9 members managing the following committees:

- Finance
- Greens
- House
- Development
- Hospitality (Bar, Catering and Events)
- Match and Handicap
- Communications and Membership Services
- Discipline
- Juniors
- Ladies Committee reports via the Lady Captain, who is a co-opted member of council.

KEY MANAGERS

General Manager Anne Armstrong

Hon Secretary Tom Reid

Professional Richard Whitford

4. KEY ISSUES

As with many golf clubs, the current economic environment and declining and ageing membership of the club are potential threats to its long-term survival. Council has actively sought to address this issue over the last few years and will continue to do during the life cycle of this plan

In addition, the failure to obtain building permission for the development of the Greengraves site and resulting abandonment of the project has necessitated early purchase of the leased Hospital and Departmental land, for club development and future planning purposes.

It is therefore considered that the key issues to be addressed are:

- Securing the financial stability of the club through the operation of sound management practices and the attraction and retention of an increased market share in:
 - Golf membership;
 - Green fee visitors;
 - House membership;
 - Social visitors;
 - Functions & events;
 - Corporate days; and
 - Tourism market.

- Maintaining and improving the quality of the course;
- Securing early resolution of the leased land issue;
- Pending resolution of the leased land issue, maintaining the structural integrity and presentation of the clubhouse;
- Investigation, identification and selection of the best option for either replacing or refurbishing the clubhouse;

- Maintaining the quality and viability of the club's management structures; and
- Development of a succession plan to attract and retain staff, Council and committee members and volunteers with the necessary skills to secure the long-term future of the club.

5. DELIVERY OF OBJECTIVES.

A number of committees have been established to manage the continued sustainability and development of the club. The overall purpose of each of these committees, their agreed objectives and the convenor responsible for delivery are set out below:

Finance - Convenor: Terry Casement.

Purpose: To improve the financial stability and sustainability of the club through the application of sound financial management systems and practices. With key attention being given to the improvement of Revenue Streams in all areas of our business.

Objectives:

1. Develop and agree with the convenors annual budgets covering both revenue and expenditure as appropriate and to have an annual overall financial plan approval by Council.

Ongoing to be completed for consideration by Council at the Council Meeting December 2018.

2. Monitor expenditure against budgetary allocations on a monthly basis and provide a written report to Council; Provide Council with half yearly management accounts to assist them in their overall decision making process.

Will be undertaken in the Financial Year 2018/19

3. Ensure that sufficient revenue is available to offset the projected annual costs setting increased income targets as appropriate.

Ongoing and under regular review.

4. Ensure that adequate financial management systems and processes operate within the club together with the appropriate banking arrangements to meet ongoing cash flow requirements.

- Achieved and in place re banking arrangements. Review being undertaken re the financial management systems to ensure a more IT friendly automated approach. Complete by February 2019.
5. Ensure that an annual audit is conducted by an appropriately qualified independent person/body;
Auditors continue to be appointed re the appropriate AGM resolution.
 6. Ensure that the club meets its financial legal obligations
Achieved on an ongoing basis.
 7. Develop and future proof the club's longer term financial plans;
Kept under ongoing review via the Finance Committee.
 8. Facilitate a regular review of membership categories and fees;
Recent review undertaken and ongoing prior to AGM.
 9. Facilitate the continual update of sponsorship proposals;
Subject to regular review.
 10. Establish new revenue sources for the club which are compatible with its overall strategy;
No new stream put in place during the last financial year.
To be kept under review.
 11. The Finance Committee to meet as required but at least quarterly;
Achieved and ongoing.
 12. Monitor, through the General Manager, the effective implementation of the annual appraisal system for all staff and the deployment of good employer best practice and administrative processes throughout the club.
Further work to be undertaken in this area to ensure employer best practice is in place and is maintained. Complete by 31 December 2018.

Greens - Convenor: Chris Moutray

Purpose: To maintain, develop and improve the course (including any associated land owned by the club) to the highest possible standard of presentation within an approved annual budget.

Objectives:

1. Develop and secure financial approval in conjunction with the Finance Committee an adequate annual, timetabled, environmentally friendly course maintenance programme and implement this in conjunction with the Course Manager;

Ongoing and to be completed for consideration by Council at the Council Meeting December 2018. Linking with the Finance Committee as required.

2. Develop and secure financial approval as at 1 above for an annual course improvement programme and implement this in conjunction with the Course Manager;

Comments as at 1 above.

3. Develop and secure financial approval as at 1 above for a course equipment maintenance and acquisition programme and implement this in conjunction with the Course Manager;

Comments as at 1 above

4. Monitor, on a monthly basis, actual expenditure against approved budgetary provision and initiate any necessary remedial action;

Review being undertaken re our Financial Management Systems in order to provide better information on a monthly basis to the Greens Convenor and the Course Manager.

5. Oversee the effective deployment and management of the Greens staff in compliance with sound HR policies and practice;

The Greens Staff are well managed and are working well together as a team.

6. Provide monthly progress reports on the delivery of the above to the Council members.

Council is provided with regular monthly updates.

7. Council acknowledges the importance of the quality of the Course in its efforts to generate increased revenue and acknowledges that its must be maintained to the highest standards.

Council believes that the course is being maintained to a very high standard.

8. Oversee in conjunction with Robin Pooke and Lee Eager Course Manager liaison with the contractors on the completion of the associated road widening works which are currently impacting on the course. Consulting as necessary with David Rainey our external adviser.

The Greens Convenor together with Robin and Lee have worked well together to achieve the objective outlined above which is now nearing satisfactory completion.

Match and Handicap - Convenor: Simon Miskelly

Purpose: To provide, promote and manage the delivery of a programme of appropriate competitions for members ensuring that their handicaps accurately reflect their playing ability.

To encourage all members to play competitive golf in the relevant club competitions.

Objectives:

1. Develop and circulate an annual programme of competitions which promotes sporting excellence and encourages a wide range of members to participate, reviewing recommendations, suggestions which come from the GUI to encourage additional member participation.

Delivering up to 4 competitions per week to male adult members of all abilities and ages. Monthly medal format amended upon

feedback from players. Entry fee and associated prize funds increased since 2017. Weekly Mens & Ladies joint sweep competitions and Opens held on a regular basis.

2. Manage a fair and equitable system for allocating tee-times, the marshalling of such times and the monitoring and enforcement of a reasonable pace of play;

Tee Time reviews ongoing-10 minute amendments made for high entry events (Captains day and Presidents day). Education of members ongoing regarding “Ready Golf” and pace of play Guidelines communicated and encouraged. Still work to be done on the time objectives set for Saturday Golf 3 hours 50 minutes.

3. Oversee the fair and equitable application of the GUI rules of golf in relation to the administration of the programme of competitions;

Changes to GUI rules are communicated to members and incorporated into Master Scoreboard system updates. Major Rule changes for January 2019 will be communicated via email and notices.

- 4 Manage the member handicap system in compliance with GUI rules;

Handicaps are reviewed and changes applied per CONGU & GUI requirements. Eg Annual Handicap review & introduction of Category 5 & 6.

5. Conduct the Annual Handicap Review in compliance with GUI rules; As per above comments

- 6 Provide monthly progress reports on the delivery of the above to Council. Written monthly reports provided to Council.

Juniors - Convenor: Now confirmed as Simon Swail

Purpose: To provide a safe and friendly environment where junior golfers (aged 8 to 21) can enjoy the game and develop their golfing skills.

Objectives:

1. Organise regular coaching and competitions for junior golfers and manage their handicap adjustments in accordance with GUI rules;
Qualifying Competitions have been arranged throughout the playing season, peaking in June and July. There are 6 main competitions for which silverware is awarded. Upon reaching a handicap of 15 Junior are encouraged to play in adult competitions. Regular coaching is provided PGA Golf Manager Ricky Whitford.
2. Select the members of the club representative teams for all junior competitions;
Juniors and Cadet members are selected on merit for the various Junior Representative events. These include Fred Daly Trophy, Irish Junior Foursomes, North Down Juvenile League, Norman Drew, Sargasson Shield, John Dickson Trophy, Eddie Harper Cup, together with the Rockmount challenge cup and the annual match v Elm Park.
- 3 Develop and implement, in conjunction with the Professional, a junior golfer skill development programme;
Ricky Whitford provides monthly coaching to all our juniors and cadets who are each entitled to one complimentary 40 minute session per month. Funding comes from membership donations co-ordinated by Ricky.
- 4 Promote the game of golf at junior level within the local community thereby increasing the number of junior members at the Club, Junior membership stands at 23 Junior and 10 Cadets the objectives will be to double these membership numbers over the next three years.
Current junior and cadet numbers approx 37 as at September 2018.

In Spring 2018 a junior membership initiative was delivered in flyer format to 6000 homes around greater East Belfast and Dundonald. Uptake was very disappointing.

5. Organise promotional events to encourage junior membership of the club.

‘Get in Golf’ style skill camps are organised annually during School holidays. (Easter, Summer and Halloween)

Also selected schools have been contacted with a view to build ongoing relationships. Eg Campbell College and Ashfield Boys.

- 6 Ensure that a friendly safe environment exists within the club and its precincts that complies with Child Protection legislation;

All members of the junior committee and KGC key personnel have acquired Child Welfare accreditation.

- 7 Ensure (in conjunction with the House Convenor) that the facilities available for junior members and visitors are fit for purpose;

A new Junior Room within the safety of the Club House has been provided for junior members.

- 8 Provide monthly progress reports on the delivery of the above to Council.

Monthly reports are provided to Council as required.

House - Convenor: Wallace Anderson.

Purpose: To maintain, within an agreed budget, the structural integrity and presentation of the clubhouse (and its immediate precincts) pending any decision on its replacement or extensive refurbishment.

Objectives:

1. Develop and secure financial approval via the Finance Committee for and implementation of an agreed short term or long-term programme for the phased refurbishment of the clubhouse;

Some refurbishment has been completed eg Buller Room.

Other work is ongoing and attended to as finance permits.

2. Develop and secure financial approval for and implement an agreed annual building maintenance programme which addresses any structural issues and improves, pending refurbishment, the general presentation of the clubhouse;

Undertaken as required but subject to financial constraints.

3. Maintain a process for promptly reporting and recording any building/furnishing defects;

Ongoing.

4. Ensure that a proper health and safety regime is in place to meet any statutory requirements;

In-place and ongoing.

5. Maintain, to a reasonable standard, a safe area for junior members and visitors within the clubhouse that complies with Child

Protection legislation; Completed and in place.

5. Provide monthly progress reports on the delivery of the above programmes to Council. Ongoing

Hospitality (Bar and Catering) - General Manager in liaison with Events Convenor

Purpose: To ensure the provision of professional value for money catering and bar services to members and visitors in a manner that optimises their use and contribution to the continued sustainability of the club.

Objectives:

1. Effectively monitor and manage the catering franchise;

Achieved and Ongoing.

2. Ensure the caterer provides a range of good quality, reasonably priced bar snacks and meals to members and visitors maintaining the high standards which has been set 2017/18.

High Standards being maintained with many complimentary remarks from both Members and Visitors.

3. Seek to provide, through regular reviews with the caterer, a catering service that not only satisfies but surpasses the members dining expectations;

Being achieved and ongoing.

4. In conjunction with the House Convenor agree as required a programme of work which maintains and improves the presentation of the dining and bar areas;

Currently all in good order.

5. Investigate, in conjunction with the Bar Manager/General Manager, the options for further improving the bar service and its profit margins consulting with the Captain/Honorary Treasurer as considered appropriate

Ongoing and subject to regular review between the General Manager and the Bar Manager.

6. Oversee, in conjunction with the Bar Manager, the effective deployment and management of the bar and catering staff in compliance with sound HR policies and practices;

Ongoing.

7. Actively seek member and visitor feedback on the quality, presentation and cost of the catering and bar facilities they use;

Ongoing.

8. Provide monthly progress reports on the delivery of the above to Council. Monthly reports being submitted to council.

Hospitality (Events) —Convenors: Peter Truesdale/Gary Patterson

Purpose: To provide reasonably priced social functions and events which attract and are well supported by a diverse range of club members and their guests.

Objectives:

1. Review the type, cost and frequency of social functions and events most likely to attract the widest range of club members;

Achieved and ongoing.

2. Organise, in conjunction with the General Manager/Bar Manager and caterer, one or two reasonably priced social events each month;

Achieved where possible and ongoing.

3. Organise, in consultation with the main stakeholders, the major social events of the golfing year (e.g. Captain's Day Dinner and Prize Giving, President's Night Dinner and Prize Giving, Christmas Party Night, etc.); All organised as required with a date still to be set for the Prize Giving.

4. Investigate and implement the most effective methods for marketing the above events; Regular emails, text messages, facebook and Twitter all being used.

5. Provide monthly progress reports on the delivery of the above to Council. Monthly reports submitted to Council.

Communications/New Members Initiatives Convenor: David Rush.

Purpose: To maintain and develop, through various mediums, a rapport with all club members, stakeholders, visitors and the wider golfing public.

Objectives:

1. Update and maintain the club website, Facebook and Twitter pages as easy access communication tool for members, potential members, visitors and the general public.
Club website up and running despite initial difficulties and delays.
Photographs still to be updated.

- Facebook and Twitter both being used.
2. Prepare and circulate regular information updates to club members;
Handled by Ricky through his weekly newsletter.

 3. Conduct periodic member and visitor surveys to obtain constructive feedback and secure their positive involvement in the development of the club;
Initial meetings held with new members and with lady Members re changes in our membership structure.
Follow up new members meeting to be held during October.
New Members booklet now complete and available for distribution.
Communication with non shareholder members to be held within 7/10 days following the February 2019 AGM.

 4. Review the methods of communicating with members and ensure the effective use of social media, notice boards, table flyers, e-mail drops, etc. to market the club;
Leaflet drop carried out but disappointing uptake.

 5. Develop, formalise and implement a structured marketing plan to maximise visitor use and membership of the club with efforts being focussed on increasing membership by 5% per annum over each of the next three years.
Still work in progress. Still hopeful to obtain a Marketing Student.

 6. Provide monthly progress reports on the delivery of the above to Council. Monthly reports provided as required.

Development - Convenor: Tom Reid.

Purpose: To secure, in conjunction with the club's solicitors, the return of approximately 2 acres of the leased land to the left of the 11th fairway to the South Eastern Health and Social Care Trust and the transfer of the residual 10 acres (approximately) of leased Trust and Departmental land to the freehold and for the benefit of Knock GC at least cost and subject to ratification under the club rules, if required.

Objectives:

1. Secure at the earliest opportunity during 2018/19 the transfer of leased lands to the South Eastern Health and Social Care Trust and Knock GC in compliance with the resolution agreed at the Club Annual General Meeting on 5 February 2014; and in the meantime

maintain close liaison with the appropriate officials within the SEHCT.

The Club continues to maintain close liaison with the SEHSCT and believe that delivery of this objective will happen within the next 3 to 6 months.

2. Provide monthly progress reports on the delivery of the above to Council.

As required reports are made monthly to Council.

Ladies Committee - Convenor — Lady Captain.

Ladies Branch

Purpose The Ladies Committee will oversee the running of all matters pertaining to the Ladies Section, supporting the Council in all aspects of Club life.

Objectives.

- 1 To hold regular meetings which manage and address all issues arising within the ladies section.
- 2 Promote the game of golf through programmes such as the CGI 'Get into Golf'
- 3 Assisting the Council enhance the interior and ambience of the club house.
- 4 To make everyone welcome and encourage friendship.

Competitions and Handicaps.

Purpose.

To manage and promote all ladies internal club competitions alongside the annual ILGU inter-club competitions.

To ensure that all members handicaps accurately reflect their playing ability.

Objectives.

- 1 Implementation of a yearly calendar of events.
- 2 Setting up and running all competitions across a range of playing abilities including alternative day and 9 hole competitions.
- 3 Collating of all results including advising ILGU of relevant winners.
- 4 Assisting the ILGU in hosting regional and national championships.
- 5 Manage the membership handicap system and conduct the annual handicap review in compliance with CONGU rules.
- 6 Oversee the implementation of the R & A rules of golf.

6. REVIEW PROCESS

Following formal Council approval of this business plan a copy will be posted on the club website for the information of club members.

Quarterly progress on the delivery of the commitments contained in this plan will be by way of a written report to Council by each of the responsible Convenors.

This business plan will be reviewed and updated on an annual basis and quarterly progress reports will be published on the website.

A long term strategic plan for the club will be developed when the leased land issue is resolved and any future arrangements for the phased refurbishment of the clubhouse have been determined.

7. ENDORSEMENT

The Council of Knock Golf Club has reviewed and endorsed this plan and agreed to support and finance its implementation. By approving this plan, the Council recognises and acknowledges that by investing in our core business the best interests of the club and its members will be served.

Implementation of the plan will be the responsibility of the Council and General Manager.

The Council will monitor progress on its implementation on a quarterly basis and take any remedial action considered necessary to ensure delivery.

Name: _____ Captain (on behalf of the Council)

Signed: _____ Captain

Date: _____

Name: _____ General Manager

Signed: _____ General Manager

Date: _____